

TOWN HALL MEETING

October 31, 2001

Bo Bodvarsson
Division Director

“Our Vision”

Agenda



- **EH&S**
- **Scientific Mission**
- **Goals**
- **Personal Development**
- **Organization/FY02 Budget**
- **Communication**
- **Discussion**

Intentionally Left Blank

- ♦ *We must continually strive for improvement in all aspects of our work from EH&S to scientific excellence*

- **Zero tolerance** for EH&S deficiencies - strive for zero accident goal and become **outstanding** in all aspects of EH&S

EH&S, cont'd



- **Safety E-Mail from Director of 10/15/01 addressed issues in the ESD. These included:**
 - **Improving EH&S ownership, commitment and accountability**
 - **Managing ergonomics**
 - **Clarifying ambiguous lines of EH&S authority**
 - **Recurring safety issues in our work areas**

EH&S, cont'd



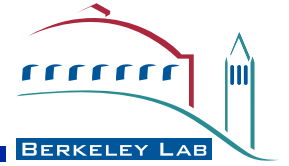
- **Recommended solutions:**
 - **Accidents**
 - Dept. Heads will conduct regular safety inspections
 - PI held accountable for correcting deficiencies
 - **Ergonomics**
 - Work with Safety Coordinator to identify and correct workstation deficiencies
 - **Lines of Authority**
 - Our ISM Plan is updated to clarify “home” and “host” supervisors
 - **Every ESD employee must read and understand the Integrated Safety Management Plan (ISM)**

EH&S, cont'd



- Every EH&S occurrence will be reviewed with the Division Director, the supervisor, and the employee to **understand root causes** and examine lessons learned so that together we can prevent future occurrences and make our Division a safer place for all who work here

Scientific Mission



- ♦ Become the *unquestionably best* group in the world in what we do

Scientific Mission, cont'd



- **To achieve scientific excellence:**
 - Goal oriented Division-wide scientific mission of excellence, to be supported by everyone
 - Scientific mission to include global scientific target areas
 - Evaluation of critical mass in core areas
 - Strategic hires (including Hollaender Post-Docs)
 - Strategic studies funded by Programs (supplementing LDRDs and mini-grants)
 - Strategic partnerships with other organizations of scientific excellence
 - Host important international conferences/workshops
 - Exchange of strategic visiting scientists

Scientific Mission, cont'd



- ♦ *Institutional and scientific excellence requires outstanding staff in all positions*
- We cannot afford mediocre performance by anyone in the ESD
- We hope that more specific performance goals will enhance overall performance
- We hope that more specific performance goals will also enhance the scientific visibility of the Division
- We need to “step up” our practice of strategic hiring for key positions
- We must support and encourage employees during periods of “less than desired” performance, identify root causes and fix for a “win-win” situation

Scientific Mission, cont'd



- **Develop new major programs in**
 - **Water Cycle**
 - **Anti-terrorism Science**
 - **Nanoscience**
 - **Vadoze Zone**
 - **Center for Deep Underground Science**
 - **CO₂ Center**
 - **Long term Stewardship**

Scientific Mission, cont'd



- **Enhance existing programs**
 - **CO₂ and climate**
 - **Environmental technology**
 - **Fossil and geothermal energy**
- **Develop new scientific insights into important publications in *Science* and *Nature***

Goals



- **The Division, all departments, programs, all groups and all individuals will have specific goals**
- **The goals are tied to the overall mission of the Division, strategic plans and individual P2Rs**
- **Goals reflect main components of our mission including EH&S, scientific excellence and programmatic development**
- **Goals are determined at P2R time (individual) and at the beginning of the Fiscal Year (group)**
 - **Some alignment will be needed**
 - **Progress on goals is evaluated at least every six months**
 - **Year end evaluation of all projects**

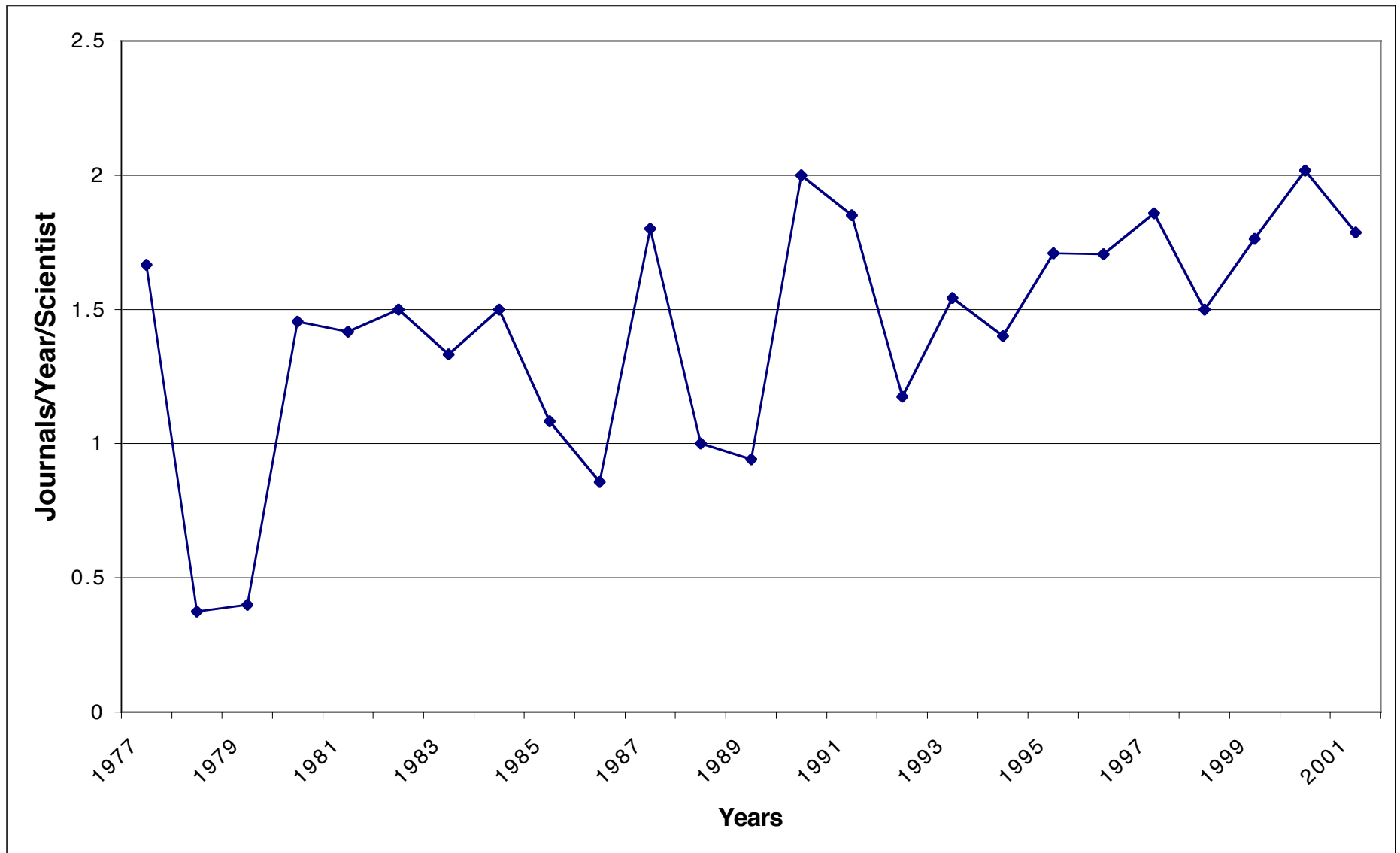
Responsibilities



RESPONSIBILITIES	Division Director	Dept/Program Heads	Deputy Dept/Program Heads	Discipline and Initiative Leaders	Group Leaders	Senior Scientist	Staff Scientist	Scientist
Create Opportunities	X	X	X	X	X	X		
Establish efficient organizations	X	X	X		X			
Establish scientific excellence	X	X	X	X	X	X	X	X
Develop and meet goals	X	X	X	X	X	X	X	X
Publish 2 papers/year	X	X	X	X	X	X	X	X
Train deputy		X						
Develop career paths for everyone and promote as appropriate		X	X		X			
Develop major initiatives	X	X	X	X				
Mentor			X		X	X	X	
Serve on Professional Staff Committee						X		
Write individual PI proposals						X	X	X

Earth Sciences Division

ESD Journal Papers



Earth Sciences Division

Professional Development



- ♦ *We will strive to give every employee a clear career path in the ESD (if possible)* – placing special interest on:
 - Research associates
 - Technicians
 - Program/Project managers
 - Scientific engineering associates
 - EH&S professionals
 - Other non-matrixed professionals

Professional Development, cont'd



- **Management is committed to mentoring and training our future leaders**
- **We will provide our expertise and experience in the very important areas of:**
 - **English verbal skills**
 - **Proposal writing**
 - **Effective communication/interaction with DOE and other sponsors and customers**
 - **Time management**
 - **Writing technical papers**
- **We will provide training to create and enhance supervisory skills and knowledge**

Performance Expectations & Review



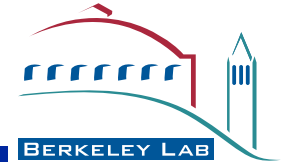
- Review the supervisor/supervisee relationship for clear alignment to program or discipline
- Formalize more frequent performance evaluation throughout the year, not just at P2R time
 - 1 or 2 times/year for 15 minutes
- Formalize input from department and program/project supervisor for P2R
- Input from supervisees and DOE customers
- Require *specific* goals for each employee on the P2R (not vagaries like “keep up the good work”)
- Require 2 publications/year from every scientist and one *first* author publication every three years

Professional Stability



- Address issues of long-term survival at the Lab and help people feel more secure about their jobs
- Management will work to the best of their ability to make sure that people doing **good work** will be able to continue working even in uncertain times by:
 - Providing bridge funding in lean times
 - Seeking new research areas when others decline
 - Mentoring by senior staff

Personal Development



♦ *Support and root for one another!*

- Nominate co-workers for awards
- Recognize achievements of others and celebrate their successes as you would your own
- Success breeds more success!

Personal Development, cont'd



- We will work diligently to heal old wounds and resolve old disagreements and mistrust among staff -

*WORK AS COLLABORATORS NOT
COMPETITORS!*

Diversity



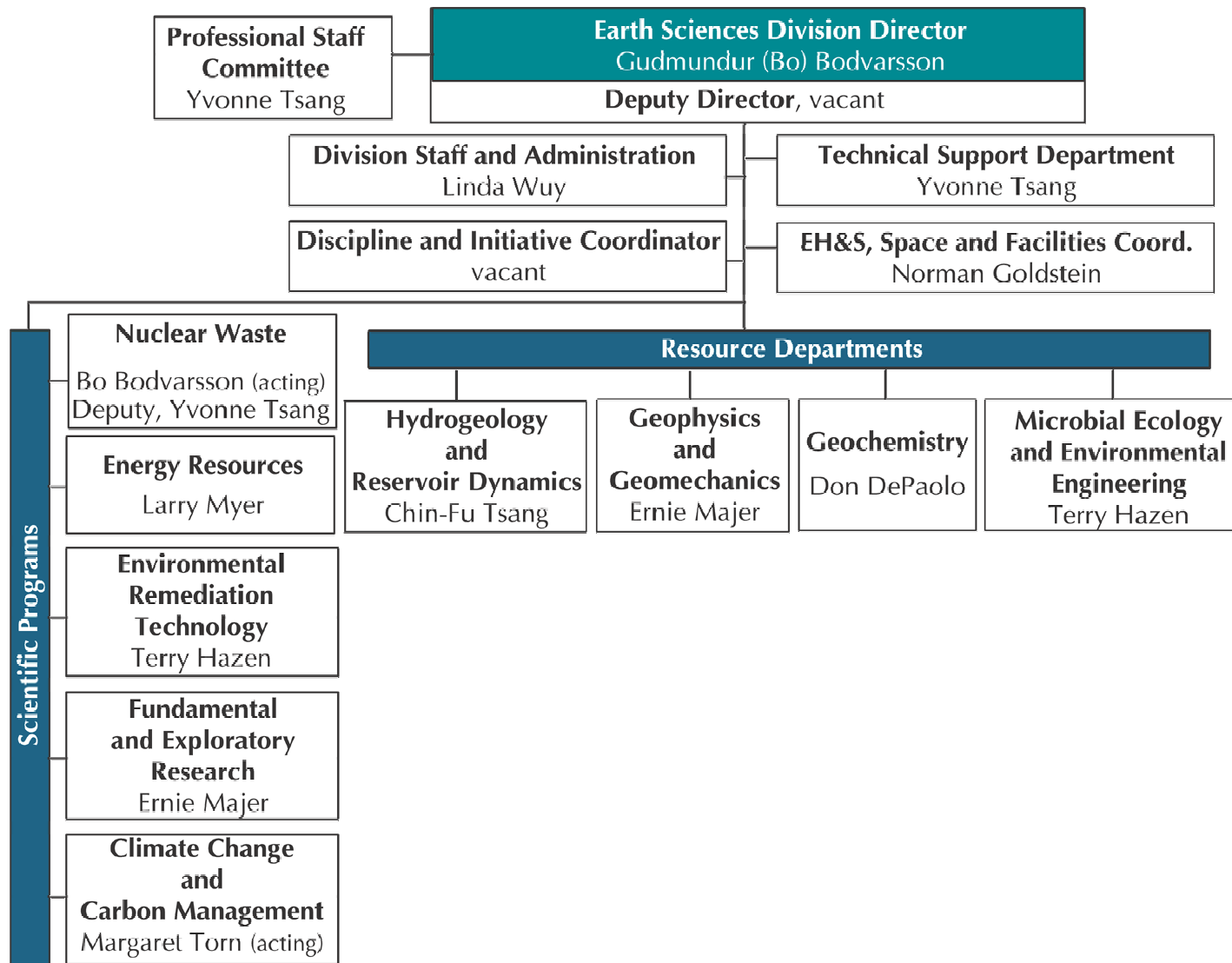
- ♦ *The Earth Sciences Division celebrate its multi-culturalism, multi-ethnicity and DIVERSITY!*
- **The Professional Staff Committee is charged with implementing our Division Diversity Plan**
- **We will strive to recruit more women in the sciences**

Organization



- **There are some changes:**
 - **The Deputy Director Position**
 - Norm Goldstein retiring soon, but will return part-time to oversee EH&S, space and facilities
 - This position will be posted and a new job description is being carefully crafted
- **New Leader of the GMF - Victor Gruol**
- **The Technical Support Group will be led by Yvonne Tsang**
- **We are taking a fresh look at our current structure to see if it still makes sense or if we want to revise it**

Organization, cont'd



Earth Sciences Division

Initiative Group/Coordinator



- **Become “pro-active not only reactive”**
- **Pro-active for major new initiatives - reactive for calls by various funding agencies**
- **Anticipate - be ready - be imaginative**
- **Important training/mentoring/development of scientists for subsequent managerial positions (succession planning)**

“Group Leader”/“Young Leader” Responsibilities

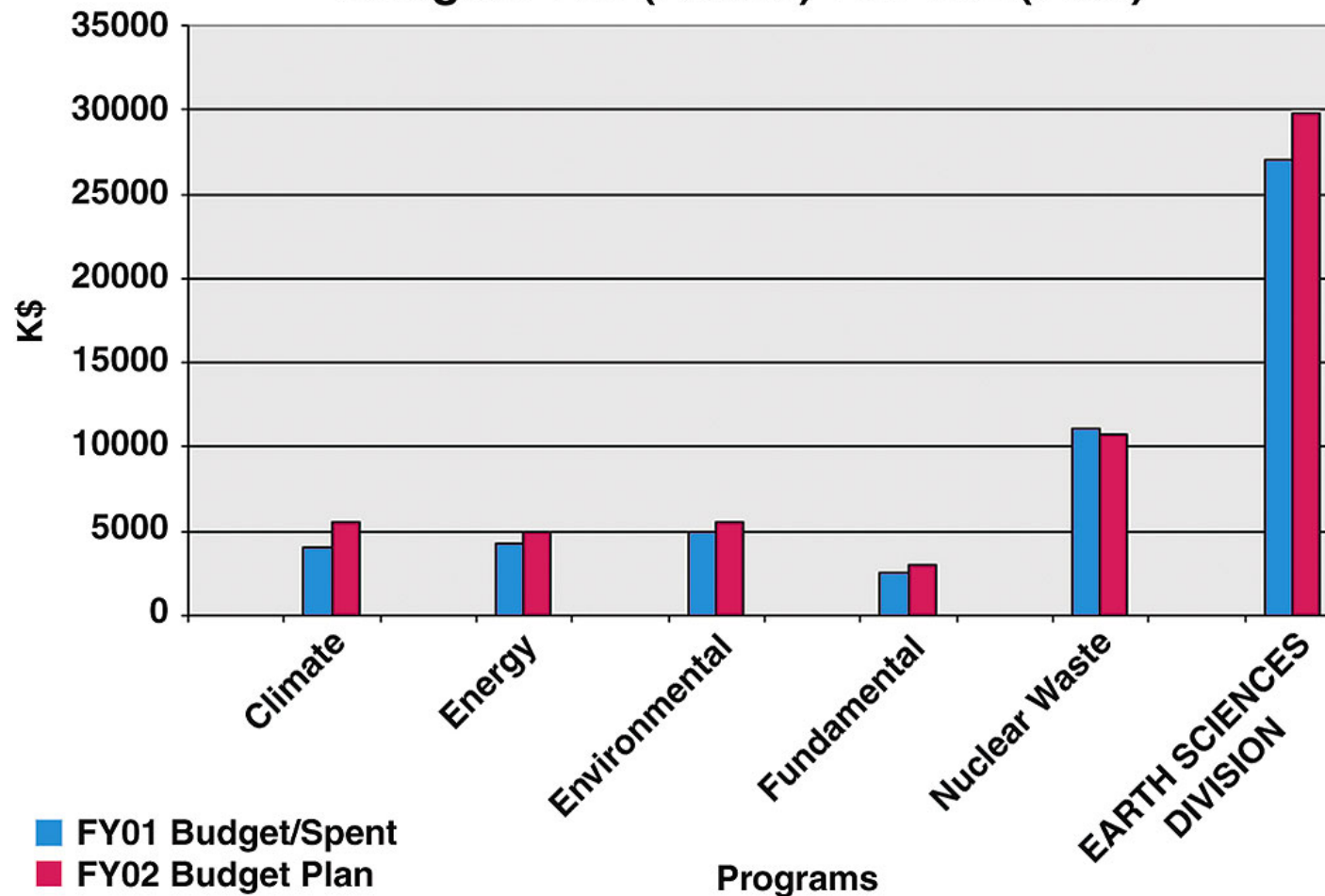


- **Develop strategic plan for group**
 - **Participate in mini-grant selections**
 - **Participate in “Initiative Group”**
 - **Participate in the “ESD UNO” Initiative**
 - **Situation analysis**
 - **Core strengths/improvements**
 - **New area identification**
 - **Strategic hiring identification**
 - **Time frame and schedule**
 - **Start mapping to DOE Managers - (mini-initiatives)**
- ESD Strategic Plan**

FY02 Budget



Earth Sciences Division Budget FY01 (Actual) vs FY02 (Plan)



Earth Sciences Division

Communication



- **Monthly meetings/weekly meetings (Departments/Programs)**
- **Department/Program Seminar Series (new leaders)**
- **Circulate summaries of Division Council meetings**
- **Periodic “Town Hall” Meetings**